

General Ledger, Financial Reporting, Cost Accounting												
A	B	C	D	F	G	H	I	J	K	L	M	N
	<u>Objectives</u> (extracted from the value proposition documents)	<u>Clarification of the objective</u>	<u>In scope for feasibility study</u>	Logical Sequence			Value - Measurable tangible and intangible benefits			Accountability to constituents and citizens		
				<u>Foundational</u>	<u>Functional</u>	<u>Nice to Have</u>	<u>High</u>	<u>Medium</u>	<u>Low</u>	<u>High</u>	<u>Medium</u>	<u>Low</u>
	Chart of Accounts											
1	Provide chart of accounts definitions and standards to enable agency and statewide data collection and financial analysis.	SAME AS OBJECTIVE	X	14	1	0	8	5	0	9	4	1
2	Align financial results with strategic and operational goals.	Give visibility to agency and statewide strategic and operational goals.	X	6	9	0	8	6	0	6	6	0
	General Ledger											
4	Record financial events consistently, accurately and timely to ensure accountability and that the results of operations and financial position are fairly stated in compliance with professional and other regulatory standards.	SAME AS OBJECTIVE	X	14	0	0	6	7	0	9	2	1
5	Ensure subsidiary accounts and agency line of business systems are in balance with the general ledger.	SAME AS OBJECTIVE	X	12	2	0	4	7	1	6	6	1
6	Demonstrate compliance and fiscal accountability for cash and other assets, liabilities, reserves, equity, revenues and expenses by fund and account.	SAME AS OBJECTIVE	X	13	1	0	4	6	1	8	5	0
7	Provide visibility and accountability in the use of public resources.	SAME AS OBJECTIVE	X	5	10	0	4	7	0	12	0	0
8	Engage in business planning for funds, creating reserves as appropriate.	Maintain fund and reserve balances according to business plan.	X	3	8	2	1	10	2	2	10	2
9	Facilitate planning, resource allocation, budget analysis, statistical evaluation, cash control, management control, and operating and strategic decision-making at the agency and statewide levels.	Capture data to assist in planning, resource allocation, budget analysis, statistical evaluation, cash control, management control, and operating and strategic decision-making at the agency and statewide levels.	X	3	9	1	5	8	0	0	10	2
11	Monitor revenues and control expenses against agency and enterprise business plans, budgets and legislative intent by fund and account.	Monitor actual revenues received against estimated revenues.	X	7	7	1	7	3	3	0	10	3
		Monitor and control actual expenses against the legislative budget	X	9	3	0	5	4	4	6	5	1
		Adjust budget availability to reflect change in actual revenues received.	X	5	6	1	4	4	4	3	6	3
12	Monitor plan versus actual and adjust as necessary	Monitor and control actual expenses against the original approved allotments and the agency adjusted allotments.	X	7	3	1	4	4	2	3	6	3
14	Support governmental, proprietary and fiduciary operations.	SAME AS OBJECTIVE	X	13	0	1	6	4	1	4	6	2
15	Provide flexibility to support current and evolving agency and statewide business needs and industry standards.	SAME AS OBJECTIVE	X	11	1	1	7	2	1	1	9	2
16	Support reporting of financial data across a multi-year time period for long-term analyses, as changes are made to the chart of accounts.	SAME AS OBJECTIVE	X	11	1	2	7	3	0	0	10	1
17	Support financial data interchange with private and public business partners	SAME AS OBJECTIVE	X	6	6	2	5	4	1	2	9	1

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	Reporting											
18	Inspire investor and stakeholder confidence by demonstrating compliance with the highest professional standards.	Comply with professional standards when reporting financial results.	X	5	4	4	3	10	0	6	5	2
19	Present financial results for operational, managerial, compliance and performance measurement purposes.	Present financial results for operations at the statewide and agency levels.	X	8	4	2	5	8	0	8	2	2
20	Provide information to stakeholder groups regarding the availability of resources for particular purposes and the impact on expected outcomes.	SAME AS OBJECTIVE	X	0	7	6	0	6	6	2	9	2
21	Monitor and assess financial condition and activity at various agency and statewide levels.	SAME AS OBJECTIVE	X	3	8	0	4	9	0	3	9	1
22	Provide a variety of fiscal reporting views to enable agency autonomy and statewide consolidation to meet management and reporting objectives.	Report on budget, actual and projections as needed in a variety of ways at agency and statewide levels.	X	4	9	0	1	11	0	0	8	5
	Cost Accounting											
24	Support equitable allocation of costs	Build a standardized framework for cost allocation.	X	6	4	1	3	6	2	0	7	4
		Build a standardized framework for cost allocation that maximizes external funding.	X	3	6	2	0	8	1	0	6	2
25	Help managers allocate resources among competing priorities and distinguish between successful and unsuccessful strategies.	Analyze costs against results achieved.	X	0	6	5	1	9	0	0	9	2
26	Provide flexibility to view and control original and allocated costs by function, activity, and organization.	Report either direct, indirect or total costs by function, activity and organization upon request.	X	3	5	3	5	7	0	1	7	2
27	Demonstrate the effectiveness of functions and activities within government to support performance results	Compare costs per unit across agencies for common activities and functions.	X	1	6	3	2	4	4	0	5	4
28	Provide information that influences people's behavior and supports good decision making.	SAME AS OBJECTIVE		0	5	2	0	4	3	0	3	4
29	Enable decisions that will optimize resources and/or outcomes.	SAME AS OBJECTIVE		0	6	2	0	4	3	0	3	4
30	Determine the full cost of government activities, products and services across agencies according to applicable rules and regulations.	Determine the full cost of government activities, products and services across agencies according to the standard framework for cost allocation.	X	4	6	1	4	4	2	2	5	3
31	Determine whether activities, products, and services are cost effective.	Compare the cost of providing services with the revenue generated for the same service.	X	5	6	0	5	4	1	1	8	2
32	Establish prices or fees for activities, products and services based on costs, legal constraints and/or other factors as appropriate.	SAME AS OBJECTIVE	X	3	7	0	5	3	0	0	7	2

Procure-to-Pay												
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	Payee Identification Management											
33	Maintain current and accurate information about the state's vendors and providers	Maintain a consolidated vendor/provider file with one record for each vendor/provider with basic information to facilitate payments and 1099 tax reporting.	X	10	3	1	9	4	1	8	4	2
34	Make it easy for businesses, organizations, and individuals to <u>register</u> to do business with the state.	Register businesses who wish to do business with Washington State in person or through a business portal.	X	5	6	3	1	9	1	1	7	4
35	Make it easy for vendors <u>to do business</u> with Washington State	Receive invoices and progress billings electronically	X	4	6	2	6	4	1	0	7	3
		Remit payments electronically	X	4	9	1	7	2	2	2	6	3
37	Establish the appropriate level of authentication/trust needed for the type of business that will be conducted (e.g. view bid or sub grant opportunities, receive payments, or conduct electronic commerce business transactions such as managing on-line datalogs and submitting bids/proposals, grant applications, progress reports, and payment requests).	Establish the appropriate level of authentication/trust needed for vendors to submit invoices and register to accept payments electronically.	X	7	5	1	8	3	0	3	7	2
	Purchase Order Management											
38	Optimize the state's purchasing power by capturing and analyzing timely, accurate, and complete information on what the state buys, from whom and what contract was used, if any	Capture timely, accurate, and complete information on what the state buys, from whom and what contract was used, if any	X	6	7	1	6	6	0	7	5	1
39	Correctly identify purchasing authority and follow standardized procurement method, budget verification and approval processes	Verify budget availability when purchases are made.	X	5	6	1	5	5	2	7	3	4
40	Track and manage encumbrances and accruals to properly state obligations, liabilities and expenditures to vendors	Track encumbrances, accruals and expenditures statewide to properly state obligations, liabilities and expenditures.	X	12	1	0	8	4	0	1	6	1
		Maintain encumbrance and accounts payable sub-ledgers statewide	X	8	3	1	5	6	0	3	3	4
41	Provide reasonable assurance of receipt and acceptability of goods and services, commensurate with risk	Electronically document goods and services received. Use risk based business rules for documentation in accordance with standardized policies and procedures.	X	8	5	0	2	9	1	2	6	3
	Accounts Payable Management											
42	Verify authorization and acceptance of goods and services prior to payment	SAME AS OBJECTIVE	X	13	1	0	6	7	0	7	5	0
43	Provide timely and accurate information to stakeholders about payments, as needed and required	SAME AS OBJECTIVE	X	6	8	0	2	6	1	6	5	1
44	Manage payment dates and terms to optimize cash flow	SAME AS OBJECTIVE	X	9	4	1	5	7	0	5	4	3

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45	Make timely, accurate, efficient, and cost effective payments of obligations to vendors	SAME AS OBJECTIVE	X	9	4	0	5	6	0	6	5	0
46	Enable consolidated vendor reporting across the enterprise (e.g. strategic sourcing, 1099 reporting, grant disbursements, etc.)	Enable consolidated vendor reports on basic vendor file information, purchase orders and accounts payable information.	X	3	3	6	3	7	2	0	3	9
		Report consolidated federal 1099's statewide.	X	4	2	6	2	6	2	1	3	8

REVENUE ACCOUNTING												
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	Customer Identification Management											
60	Manage customer information and credit worthiness to enhance service delivery and minimize bad debts	Maintain a consolidated statewide customer information file with one record for each customer.	X	8	7	1	9	5	0	7	7	1
61	Protect the privacy of sensitive customer data	SAME AS OBJECTIVE	X	14	1	0	6	9	0	10	4	1
	Revenue Accounting											
		Manage accounts receivable and expected revenues.	X	12	1	0	10	3	0	6	5	3
62	Minimize time from service/sale to receipt of cash	Minimize the number of days from sale/service to receipt of cash.	X	2	13	1	11	3	1	4	9	3
63	Provide a corporate view into revenue and receivable information across lines of business and agencies	Provide an enterprise view into revenue and receivable information across lines of business and agencies	X	0	13	2	3	11	0	4	8	3
64	Ensure revenue and receivable subsidiary ledgers are in balance with corresponding general ledger accounts.	SAME AS OBJECTIVE	X	11	4	0	7	8	0	6	7	2
65	Collect outstanding loans, long-term, and short-term receivables as they become due	Age and monitor customer account balances statewide	X	10	5	0	8	6	0	8	5	3
		Collect past due customer accounts	X	8	5	1	9	4	1	8	3	3
66	Assess interest, penalties, or fines as appropriate to motivate prompt payment and recover cost of collecting funds	Assess interest, penalties, or fines according to standardized policies and procedures to motivate prompt payment and recover cost of collecting funds	X	5	10	0	8	6	0	11	2	2
67	Distribute revenues to the appropriate jurisdictions, organizations, and funds according to governing statute and/or agency policy	Distribute revenues to the appropriate jurisdictions, organizations, and funds according to standardized policies and procedures.	X	12	3	0	6	7	1	9	4	1
	Receipts Management											
68	Make it easy for customers to pay the state	Accept all forms of payments (ACH, Credit Card, check, etc. either by internet portal, phone or in person.)	X	10	2	3	8	6	1	5	4	5
69	Ensure timely and accurate recording of transactions to customer accounts	SAME AS OBJECTIVE	X	11	4	0	6	9	0	8	4	3
70	Provide timely and accurate notification of receipts to program managers and stakeholders	SAME AS OBJECTIVE	X	9	3	3	2	13	0	0	8	7
71	Recognize and classify revenue in the proper fiscal period and account codes	SAME AS OBJECTIVE	X	10	4	0	3	12	0	1	4	10
72	Safeguard and properly record all monies received	Receive and receipt revenue using standardized processes and procedures. (i.e. lockbox, electronic transactions, point of sale systems, business portal, etc)	X	10	3	0	10	6	0	8	4	3